



# mpl: Food & Drink

Case study: Fresh Produce

Interim  
Continuous improvement  
Rapid results  
Restructuring

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## Food & Drink

### The Challenge

## Field Pack to Yield

A leading produce packer who supplies the major supermarket chains wanted to ensure that it was maximising the utilisation of its supplied material, whilst ensuring that the best possible quality was supplied to its customers to meet exacting specification requirements. These requirements included strict tolerance levels for minor defects.



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### Approach

A multidisciplinary project team was formed. MPL's role was to facilitate the project through the application of Six Sigma based tools and techniques, the development and implementation of a LeanDriver™ quality monitoring and control system and close quarter coaching of the project team to ensure delivery of the agreed project objectives.

### Skills and Methods Implemented

A 'toolkit' of methods, practices and audit procedures to guarantee that the implemented methods and benefits were both sustained and continuously improved following completion of the project.

- Formation of a team and project management process (lasting 2 months) that enabled the project to be implemented, benefits to be tracked and the methods to be transferred to the team.
- Installation of common measurement, communication dashboards and "LeanDriver™ Sampling Monitors at critical points throughout the process.

- Ensuring that all factory defect measurement processes were valid, reliable and consistent on a statistical basis. This involved guiding the technical team who supported the project in terms of reviewing product and defect standards; training graders and assessing the accuracy of quality assessors on an on-going basis.
- Statistical process control at points along the whole factory process.
- The understanding and use of tools to control, understand and tackle factors that impacted the variation between predicted and actual yield on a day to day basis.
- Factory process improvement to reduce product attrition and increase grading accuracy.

### Immediate Wins

- Yield improved by 10%
- Quality in the final pack improved by an average of 12%

- Productivity increased by 5%
- Annualised savings > £300K per annum

### Long Term Benefits

The methods transferred to the project team are enabling the team to identify further loss areas and implement further improvements. They are planning to extend the scope of work into the growing and harvesting arena with the confidence that they have the data and skills to achieve benefits for the factory and the grower.



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### Testimonials

“Now that MPL’s project support is complete, the project team are continuing to review progress and look for new areas to improve using the skills that MPL coached in. We are quite confident that the systems, methods and skills will be sustained and will continue to produce significant benefits”.

Business Unit Director

### Implementation

8 Weeks

Payback 6 weeks

Immediate wins

Yield improvement of 10%

Quality in the final pack improved by an average of 12%



We appreciate that each business has its own unique set of business pressures, strategic directives, current problems and concerns. Each has its own business agenda and timescales. MPL's methodology has been developed in partnership with a wide range of businesses across a broad range of different sectors and we have worked at all levels of an organisation to deliver a unique and comprehensive response to their requirements.

This has enabled us to develop an intensive understanding of different industries, to provide our clients with an informed view on the issues and challenges they face and the ability to provide a specific and tailored service response that ensures results.

#### Bakery and Morning Goods

British Bakeries  
Delifrance  
Jordans  
Warburtons  
McVitie's  
Crantock Bakery

#### Dairy

Arla Foods  
Dairy Crest  
Express Dairies  
Robert Wiseman  
Dairy Farmers of Britain  
Norseland  
Yeo Valley

#### Fresh Produce

Produce World Group:  
Solanum  
Isleham Fresh Produce  
RB Organic  
Rustler Produce  
Wilson's Country

#### Soft Drinks

Coca-Cola  
SunJuice  
Greencore Water  
Buxton Spring

#### Alcoholic Drinks

Bulmers  
Carlsberg-Tetley  
Charles Wells  
Diageo  
Fuller's  
G & J Greenall  
Irish Bonding  
Irish Distillers  
St Austell Brewery  
Muntons  
Greencore Malting

#### Grocery

British Sugar  
Burton's Foods  
Cadbury  
Charlie Bigham's  
Edme

Greencore Group

John Rannoch Foods  
Kellogg's  
Kitchen Range Foods  
Premier Foods  
The Serious Food Company  
Wilkin and Sons  
Cargill

#### Meat Processing

Dovecote Park  
Kitchen Range Foods  
Moy Park  
Olhausens  
Pork Farms Bowyers  
Vion Food Group

#### Chemicals and Coatings

Akzo-Nobel  
Crown Paints  
International Paints  
Omya

#### Automotive

BMW  
Roll-Royce  
Calsonic Kansei

#### Electricity Generator

International Power

#### Industrial

Acordis Acetate Products  
Cameron Leeds Manufacturing

#### Healthcare

Kimberly-Clark  
S C Johnson  
PZ Cussons  
Reckitt Benckiser  
Hoya  
NHS  
Countess of Chester Hospital  
Homerton University Hospital

#### Police

Wiltshire Constabulary  
West Midlands Police

#### Pharmaceuticals/ Biotech

Glaxo Smithkline  
AstraZenica  
Napp Pharmaceuticals  
Elan  
Delta Biotechnology (Novozymes)  
Cardinal Health  
MedImmune  
William Ranson & Son  
Patheon  
Catalent Pharma Solutions  
Elga Labwater  
Biochrom  
Penn Pharma  
Serologicals (Millipore)